



Society for International Development
Washington Chapter

FY 2021

ANNUAL REPORT

Corporate Role in Development Workgroup

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CORPORATE ROLE IN DEVELOPMENT WORKGROUP

The SID-Washington (SID-W) Corporate Role in Development Workgroup is a group of individuals actively engaged in the private sector and the role it plays in international development. With events ranging from corporate social responsibility strategies to the role the private sector will play in achieving the SDGs, this workgroup aims to inform on the continued international presence and active role the private sector will play in development.



Dear Members of the Corporate Role in Development Workgroup,

We are happy to report that we had another productive year, with programming that was entirely virtual! As we reflect on the past year, the Workgroup produced several great events, such as **Building Transformational Partnerships for Gender Equality** and **Sustaining Private Sector Partnerships: Recent Insights from USAID**. We are currently working on a new and exciting slate of events for FY 2022, so stay tuned for more information!

We would like to thank outgoing Co-Chair **Shamarukh Mohiuddin**, who put on many fantastic events during their tenure. We wish them well in their future endeavors! We would also like to welcome new Co-Chair **Lisa-Marie Monsanto** who joins us this year.

After 5 years with our team, **Paul Sherman**, our Director of Programs, will be stepping down from his role to pursue graduate studies. Paul is still involved with SID-Washington as a Consultant. Thank you, Paul, for your effort and commitment to the Workgroups and their programming!

Stepping into Paul's role, we would like to welcome **Malavika Randive** as our new Program Coordinator. Malavika will be working closely with our Co-Chairs in planning events for the Workgroup.

Thank you for your continued interest and support of the Workgroups. We hope to see you at future SID-Washington events! If you have any questions or suggestions, please feel free to send an email to events@sidw.org.

Best regards,



A handwritten signature in black ink that reads "Katherine Raphaelson".

Katherine Raphaelson



A handwritten signature in black ink that reads "Malavika Randive".

Malavika Randive



**Shamarukh
Mohiuddin**

Principal Associate,
Nathan Associates

Shamarukh Mohiuddin is a Principal Associate at Nathan Associates where she engages the private sector in U.S. government efforts to support international economic development, trade and market integration. She also provides thought leadership and partnership advice for APEC related activities. Previously, Ms. Mohiuddin served as the Director of Economic Empowerment at the U.S. Chamber of Commerce Foundation where she helped global businesses harness their efforts to promote economic empowerment in under-served communities globally. She also served as Senior Advisor at WEConnect International, connecting women owned businesses to global corporate value chains. Ms. Mohiuddin is an expert in catalyzing cross-sector partnerships for development and equipping businesses to be drivers and advocates for inclusive and sustainable growth. She has a special focus on promoting women's economic empowerment and in helping women overcome barriers to economic independence, entrepreneurship and leadership. Ms. Mohiuddin's previous responsibilities covered international trade policy, trade facilitation and corporate social responsibility advisory services for governments and the private sector. She led the U.S. Bangladesh Advisory Council, has served as Director at Fontheim International, LLC, and as Director at Business Council for Global Development. She also led the activities of nonprofits including GlobalWorks Foundation and Lift Up Asia which are focused on anti-poverty efforts. Ms. Mohiuddin holds an M.A. in International Relations and South Asia Studies from Johns Hopkins University, School of Advanced International Studies (SAIS).



**Michael R.
Ingram**

Senior Manager, Accenture
Development Partnerships

Michael Ingram is a Senior Manager in Accenture Development Partnerships. He has spent the last twenty years consulting in the international development and banking sectors. Early in his career, he consulted for large US banks with engagements focused on credit operations, retail delivery systems and process redesign, often following large mergers. Within the international development sector his focus has been private sector and financial sector development. He has conducted both quantitative and qualitative assessments of the business enabling environment for the World Bank and USAID, respectively. He has managed teams of experts on large knowledge products, such as USAID's mobile payments risk work focused on East Africa. He has also managed a network of researchers and practitioners focused on SME and Entrepreneurship Policy research at Innovations for Poverty Action. Michael was also an Adjunct Professor at Georgetown University's McCourt School of Public Policy, teaching the course, Private Sector Development and Entrepreneurship in Emerging Markets.

Monday, March 22, 2021

9:00AM - 10:30PM | Online via Zoom

Building Transformational Partnerships for Gender Equality

Tuesday, April 6, 2021

10:00AM - 11:30PM | Online via Zoom

Sustaining Private Sector Partnerships: Recent Insights from USAID



Building Transformational Partnerships for Gender Equality

Moderator: **Shamarukh Mohiuddin**, Principal Associate, Nathan Associates
Alison Eskesen, Vice President, Center for Inclusive Growth, Mastercard

Speakers: **Jeff Halvorson**, Senior Manager, Global Sustainability, PepsiCo, Inc.
Lauren Scott, Economic Policy Advisor, Secretary's Office of Global Women's Issues, U.S. DOS

Event Description: Gender equality is not only a moral imperative - equal opportunity for men and women also promotes economic growth. Partnerships among sectors are essential to supporting gender equality and ensuring economic participation by women. The business community plays a critical role in driving equality by empowering women as workers and entrepreneurs, while also ensuring their safety. Under a new U.S. administration, how can government and businesses partner together to support gender equality, drawing on the core capabilities, skills, and resources of each partner? This panel explored how the US government and the private sector can leverage their unique capabilities to address women's economic empowerment challenges in the workplace, marketplace, and community.

Key Takeaways

1) Public-Private Partnerships

Jeff Halvorson (PepsiCo, Inc.) discussed public-private partnerships (PPPs) at PepsiCo, Inc. In collaboration with USAID, PepsiCo, Inc. is developing PPPs with a flexible model in West Bengal and India, which spurred a larger Global Development Alliance (GDA) with USAID and its gender equality hub in India, Pakistan, Colombia, and Vietnam. These PPPs were built into the process to conduct a gender supply chain assessment.

Lauren Scott (USDOS) explained government partnerships with the private sector from a US government (USG) perspective. USG advocates for policy reforms with partner governments so that women are economically empowered, have better access to economic resources, and are well equipped in their economies. Scott mentioned a few examples, including the Providing Opportunities for Women's Economic Rise (POWER) Program, a partnership between the State Department's Economic Bureau and Google. This partnership demonstrated digital inclusion and science, technology, engineering, and math (STEM) being priorities. The project leverages Google's technical expertise and the State Department's diplomacy tools to convene like-minded partners, support women in the tech industry, and provide mentoring opportunities.

2) Gender Equality Priorities in Business

Halvorson mentioned that agriculture and commodity procurement are male-dominant industries with a gender-blind and gender-biased approach. His team has recognized this and is trying to learn about elements such as access to land rights and childcare that can lead to women being excluded in their agriculture supply chains.

Alison Eskesen (Mastercard) added that Mastercard also acknowledges the existing gender imbalances, and has taken steps to address these issues. She noted their focus on the digital economy and how it can benefit women. Eskesen mentioned that corporate-to-corporate partnerships are important for advancing this mission, as different companies leverage their capabilities. For example, Mastercard's partnership with Unilever allows a region to move from an informal lending environment into a formal lending environment.

3) Working to Prevent Gender-Based Violence

On the topic of gender-based violence (GBV), Scott expanded the discussion with the Biden Administration’s policy decisions. She noted that one important point was the establishment of the White House’s Gender Policy Counsel. President Biden has also issued a directive for USG to create a national action plan to end GBV, which will require coordination between ongoing domestic and international efforts.

Eskesen emphasized the role of culture in GBV. She also noted the relationship between digital payrolls and financial security. According to research conducted by the World Bank at Harvard, if payrolls are transitioned from cash to digital (e.g., opening savings accounts, etc.), then women can withstand financial crises more easily. Over 6 months, they start to accumulate savings, which improves their overall financial security.

4) Making Partnerships Work: Tips on Pitching a Gender Lens Partnership

Eskesen noted Mastercard’s use of a strategic plan and shared tips to create new partnerships:

- Collaborations with companies should aim to fit within what the business does.
- An organization should start conversations by identifying why the prospective business should care about this partnership instead of telling them what to care about.
- Highlight the importance of how the partnership can contribute to a private company’s strategic interests.



Sustaining Private Sector Partnerships: Recent Insights from USAID

Moderator: **Michael R. Ingram**, Senior Manager, Accenture Development Partnerships

Speakers: **David Tsiklauri**, Senior Private Sector Development Advisor, Office of Economic Growth, USAID Georgia

Joy Marini, Global Director, Women's Health, Office of the Chief Medical Officer, Johnson & Johnson

Lheslye Perez Santis, Deputy Chief of Party Leverage and Alliances, Catholic Relief Services

Todd Moellenkamp, Private Sector Engagement Advisor, Bureau for Development, Democracy, and Innovation, USAID

Event Description: In 2019, USAID commissioned the third study in the “Enduring Results” research series with the objective of better understanding the drivers of sustainability and scaling results within private sector partnerships. This event began with a brief presentation on the Enduring Results 3.0 study and then proceeded with a moderated panel discussion with USAID, implementing partners, and private sector partners to reflect on the study's findings, their experiences, and how this informs a way forward.

Key Takeaways

1) The Enduring Results Study (ERS) 3.0

Todd Moellenkamp (USAID) began the event with a presentation on ERS 3.0, which is an assessment of 29 USAID private sector partnerships to understand the drivers of enduring results in said partnerships. After explaining the methodology, Moellenkamp discussed how the study found that 11 key characteristics – including (1) commercial interest and core capabilities alignment, (2) market-oriented approaches, (3) partner size and reach and (4) partner contributions – influence a partnership's sustainability and scale.

2) Discussing ERS 3.0's Findings

Joy Marini (Johnson & Johnson) agreed that past relationships were intuitive and helped spark conversations that are mutually beneficial to stakeholders. The importance of having a steering committee (governance) and monitoring & evaluation (M&E) were two of the points Marini found most gratifying to see in the report. In Marini's experience, Johnson & Johnson has found governance and M&E to be the most difficult components on which to agree in its past partnerships with USAID.

Lheslye Perez Santis (Catholic Relief Services or CRS) discussed how the results of the study reflect CRS' experience in three ways:

- (1) CRS' experience has been more successful in creating market-driven partnerships.
- (2) Pre-existing relationships with companies has provided an opportunity for implementing partners to propose private sector partnerships.
- (3) CRS has found that it was feasible to build private sector partnerships; however, said partnerships were less scalable.

CRS has continued to connect with private sector companies that share common values with the communities that it represents.

David Tsiklauri (USAID Georgia) said that it is evident that a commercial agenda is critical for smaller scale businesses compared to global ones. Tsiklauri emphasized that the role of implementing partners is equally important during both the initial and implementing stages.

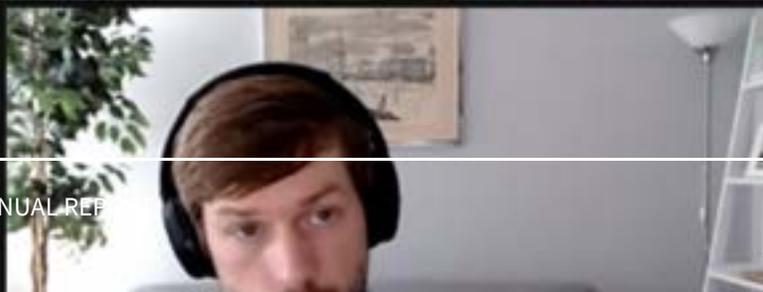
3) Cultivating Relationships and Shared Value with the Private Sector

Marini emphasized that finding shared value is the foundation for private sector partnerships. According to Marini, there are four keys to developing shared value: intent, transparency, trust, and time.

Based on CRS' experience in Guatemala, Perez Santis said that their connections in the industry made them an asset as an implementing partner in a network of private sector firms. And within this network, CRS was in a great position to build trust and start the conversation with key stakeholders. For the challenge of leveraging funds, CRS saw the need of co-creating with private firms before implementation occurs.

Tsiklauri added that USAID Georgia is trying to show successful cases to their new partners as an example of an ideal collaboration. It is easier to work with multinational corporations because they have more resources and better understand USAID Georgia's agenda. USAID Georgia also focuses on trying to engage past beneficiaries who could turn into potential partners.

Marini, Perez Santis, and Tsiklauri emphasized that private sector agreements do not need to be large. By building trust and taking the time to learn about each other, small connections can develop into transformational partnerships.



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FY 2021 Workgroup Co-Chairs

Shamarukh Mohiuddin - Principal Associate, Nathan Associates

Michael R. Ingram - Senior Manager, Accenture Development Partnerships

Photo Credit

Screenshots from various SID-W events

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